

Public Affairs Officer Career Progression

*“Developing and Delivering
Strategic Counselors of Choice”*

JANUARY 2024



U.S. Navy
Office of Information
(CHINFO)

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Objectives

- Accelerate the professional growth, experience and effectiveness of Navy PAOs
- Develop diversely-experienced officers who are valued and trusted at all paygrades
 - Imbue officers with a sense of responsibility for the strategic Navy narrative
 - Consistent, high quality performance
- Improve officer competencies across career progression
 - Establish baselines, standards and assessable goals for community professional growth
 - Adopt proven processes that are successful in other officer communities
- Refine the PAO community career development path
 - Prioritize at-sea, staff, and D.C. assignments in first six years
 - Enforce benchmarks for promotion in the Navy PAO community
 - Achieve **consistent** professional PA capability at every level
 - Build, reward PAOs who align efforts to strategic narratives in competition and crisis



What we are expected to be

- **Naval Officers**
 - Leaders, teammates, planners, program managers, mentors, ethical role models, proactive initiative takers, critical thinkers, operationally savvy, politically aware
- **Staff Officers = "leading with impact through effective coordination, clear communication, and an understanding of the commander and their mission"**
- **PAO = Information Fight Leaders, Enterprise Leaders, Strategic Counselors**
 - Advise/Counsel senior leaders and staff
 - Communication synchronization within staffs, with subordinate commands and with higher headquarters
 - Communication planning and PAG development
 - Command Environmental Scanning and Stakeholder Management
 - Spokespeople & press operations
 - Digital/social media communication
 - Content creation
 - Community & public outreach, including speechwriting
 - Communication analysis
 - Visual information manager



Community Career Development & Mgmt

Baseline: DOD Military Communicator Competency Model

Methods

- PAO PQS Qualification
- O4 Milestone Screening Board
- Designated O4 & O5 Milestone Billets
- Command Qualification
- Talent Management for GradEd
- Community/Joint/Specialty Schools
- JPME I & II
- Additional Qualification Designation (AQDs)
 - PAO Qualified
 - Initial PAO Tour Complete
 - O4 and O5 Milestone Complete
 - Screened for War College
 - Accreditation/Certification
 - APR or APR+M
 - CMP or SCMP

Tools

Initial Education

- DINFOS – PACS-Q

Assignments, Fellowships

- Provide experience, perspective & growth

Graduate Education

- Civilian Education (Communication Focused)
- Naval War College, National War College

Subspecialties

- 4400S – one experience tour
- 4400R – multiple experience tours
- 4400P – master's degree
- 4400Q – master's w/experience

Goals

PAO PQS

- 100% completion w/in 18 months

Graduate Education

- Complete prior to O4 Milestone tour

Joint Qualification

- Held by 70% O5 and above

Accreditation &

Certification

- Held by 65% O4 and above



What Counts for Promotion

READ THE MOST RECENT CONVENING ORDERS AND PRECEPTS

- ❑ **Sustained Superior Performance**
 - ✓ Diversity of assignments with progressive responsibility
 - ✓ Trend upward, to above reporting senior's average on FITREPs
 - ✓ Breakouts across designator and/or across the command
- ❑ **Continued Professional Development**
 - ✓ Master's Degree
 - ✓ Accreditation/Certification
 - ✓ JQO, JPME I, II
- ❑ **Leadership, experiences and skills**

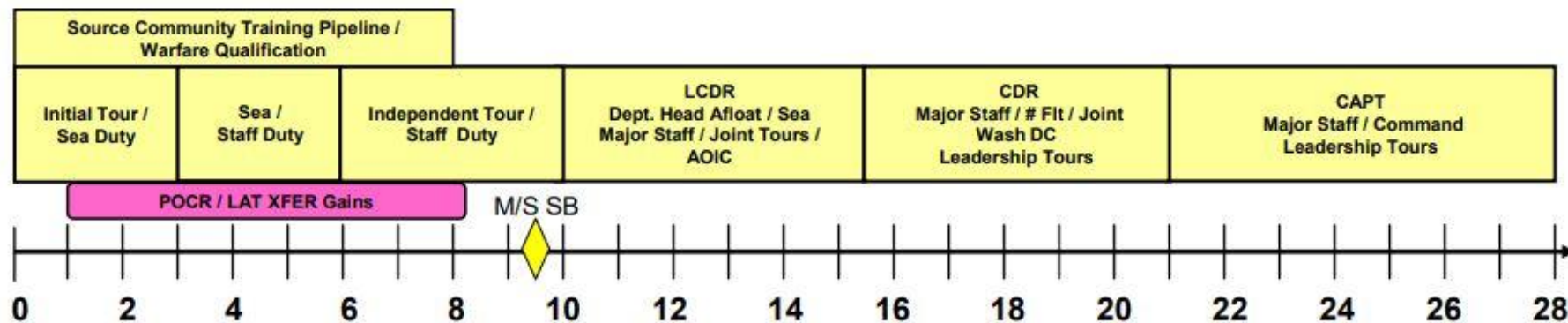




Public Affairs Officer

Career Progression

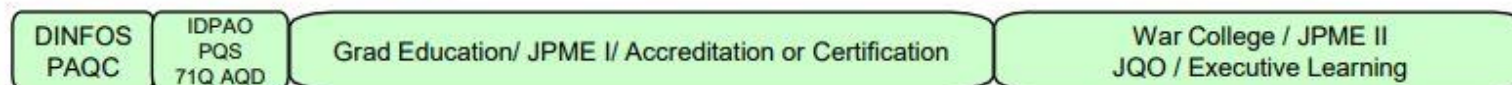
Career Path



Typical Billets



Professional Development



- O4 Milestone Administrative Screening Board
 *FY19-FY23: 59% (average) screened per board



Public Affairs Officer

Community Values

- **Career progression produces senior PAOs with communication expertise demonstrated by strategy development, tactical execution, enterprise leadership, and providing astute counsel. Sustained superior performance in diverse jobs balancing operational and joint staffs, direct senior leader support, Wash DC HQ billets, and PAO leadership.**
- **Valued achievements prior to LIEUTENANT COMMANDER**
 - Required to qualify as Independent Duty PAO, awarded 7IQ AQD
 - Sustained superior performance directly supporting senior leaders (CAPT/Flag) and implementing public affairs in operational/high visibility environment
 - Sustained superior performance as deputies or action officer for senior PAOs (CAPT/CDR)
 - Graduate Education/progress toward completing graduate education highly desired
 - JPME I highly desired
 - Certifications and Accreditations: APR/APR+M/CMP/SCMP (all valued equally) are highly desired
- **Valued achievements prior to COMMANDER**
 - Successfully completed and demonstrated superior performance in O4 milestone tour, awarded 7M1 AQD
 - Sustained superior performance in operational, major staff, and independent duty assignments of increased scope in public affairs responsibility at shore and sea billets.
 - Experience providing operational-level counsel to one and/or two-star Flag/General officers
 - JPME I
 - Completion of graduate education with particular focus in communication (4400P) highly desired
 - Certifications and Accreditations: APR/APR+M/CMP/SCMP (all valued equally) are highly desired
 - Completion of/progress towards becoming a Joint Qualified Officer is highly desired
- **Valued achievements prior to CAPTAIN**
 - Successfully completed and demonstrated superior performance in O5 milestone tour, awarded 7M2 AQD
 - Sustained superior performance providing strategic-level counsel to two and three star Flag/General officers on a Major Staff
 - Completion of graduate education with particular focus in communication (4400P)
 - A successful track record of translating CMDR's vision and intent into public communication strategies and plans; leading, advising, and aligning enterprise public affairs personnel and programs; and, integrating public communication efforts across multiple and diverse organizations to include the U.S. interagency and/or foreign militaries in order to achieve strategic and operational goals.
 - Certifications and Accreditations: APR/APR+M/CMP/SCMP (all valued equally) are highly desired
 - Completion of/progress towards becoming a Joint Qualified Officer is highly desired



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Merit Reorder Considerations

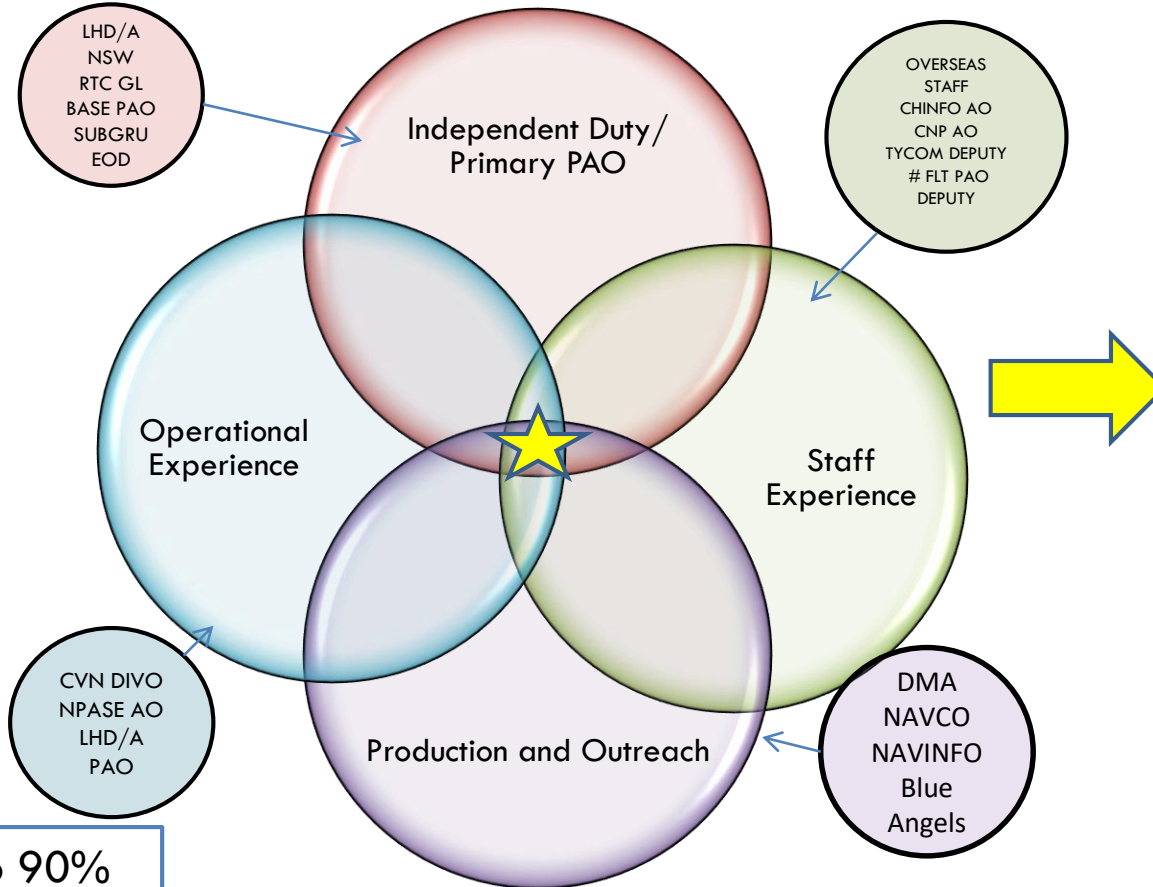
- **All merit reorder values are listed in prioritized order for each rank.**
- **Valued achievements prior to LIEUTENANT COMMANDER**
 - Sustained superior performance as action officer or deputy at TYCOM/Numbered Fleet/CHINFO
 - Sustained superior performance in their PAO operational, sea or staff tours
 - Selection as Junior Public Affairs Officer of the Year
 - JPME I
 - Advanced Certifications and Accreditations: APR+M/SCMP (valued equally)
- **Valued achievements prior to COMMANDER**
 - Sustained superior performance in grade with specific focus on O4 milestone (7M1 AQD) tour
 - Graduate degree in communications (4400P) and/or Naval War College/service school
 - Advanced Certifications and Accreditations: APR+M/SCMP (valued equally)
 - Documented superior performance in a Washington DC HQ assignment
- **Valued achievements prior to CAPTAIN**
 - Sustained superior performance in grade with specific focus on O5 milestone (7M2 AQD) tour
 - Documented superior performance as 5th, 6th or 7th Fleet PAO
 - Graduate degree in communications (4400P) and/or Naval War College/service school
 - JQO
 - Advanced Certifications and Accreditations: APR+M/SCMP (valued equally)

Plotting a Course to LCDR



LT ASSIGNMENTS AND DEVELOPMENT: THE CHART TO LCDR

AVERAGE: 5.25 YEARS AS A LT



Entry-Level PAOs will demonstrate key KSAs from the MCCM:

Communication Capability

- Apply laws, regulations, policies and ethics
- Execute communication activities and strategies
- Conduct VI Planning and establish production processes
- Manage VI budget and resources

Strategic Thinking

- Think Critically
- Manage Risk

Research, Planning and Evaluation

- Conduct Research
- Conduct Planning
- Conduct Evaluation

Military Operational Art

- Apply operational foundations
- Coordinate with staff functions

70 to 90%
promotion
opportunity

Professional Development: GRAD ED; ADV DINFOS COURSES



O1 - O3 BILLETS

OPERATIONAL/FLEET STAFF EXPERIENCE		INDEPENDENT DUTY			MAJOR/TYCOM STAFF EXPERIENCE	PRODUCTION/ OUTREACH	PROFESSIONAL DEVELOPMENT
NPASE JAPAN	CVN 77 BUSH	LHA 8 BOUGAN	RTC	NSWDC	SECNAV	FLT DEMO TEAM (Blue Angels)	GRAD ED (O3+)
NPASE WEST	CVN 78 FORD	NGC 1	SUBGRU 2	LCSRON 1	CNO DEPUTY	DMA	
NPASE EAST	CVN 79 JFK	NGC 2	SUBGRU 7	LCSRON 2	VCNO	NAVINFO EAST	
CVN 68 NIMITZ	C2F AO	LHD 1 WASP (FY24)	SUBGRU 9	DESRON 7	PACFLT	NAVCO	
CVN 69 IKE	C3F AO	LHD 2 ESSEX	SUBGRU 10	EODGRU 1	NAVEUR-NAVAF/C6F	NAVINFO WEST	
CVN 70 VINSON	C4F AO	LHD 3 KEARSARGE	CSS-15/CSPR GUAM	EODGRU 2	SURFOR	CHINFO DMA Liaison	
CVN 71 T. ROOSEVELT	C5F AO	LHD 4 BOXER	CSS-11/SPRWC SAN DIEGO	NSA NAPLES	AIRFOR		
CVN 72 LINCOLN	C7F AO X2	LHD 5 BATAAN (FY24)	NSSC NL	NAVFOR KOREA	CNP/BUPERS		
CVN 73 GW	MARCOM AO	LHD 7 IWO JIMA	NSWCEN	NSA BAHRAIN	CHINFO		
CVN 74 STENNIS	NSWGRU 1 (Sea)	LHD 8 MAKIN ISLAND	NSWGRU 1	NAS SIGONELLA	CNREURAFSWA		
CVN 75 TRUMAN	NSWGRU 2 (Sea)	LHA 6 AMERICA	NSWGRU 2	NS ROTA	DINFOS		
CVN 76 REAGAN		LHA 7 TRIPOLI	NSWGRU 8	CNATRA	NPASE HQ		
		MNCC	NEFCPAC /CTF-75 (FY24)	CDS-15/CTF71			

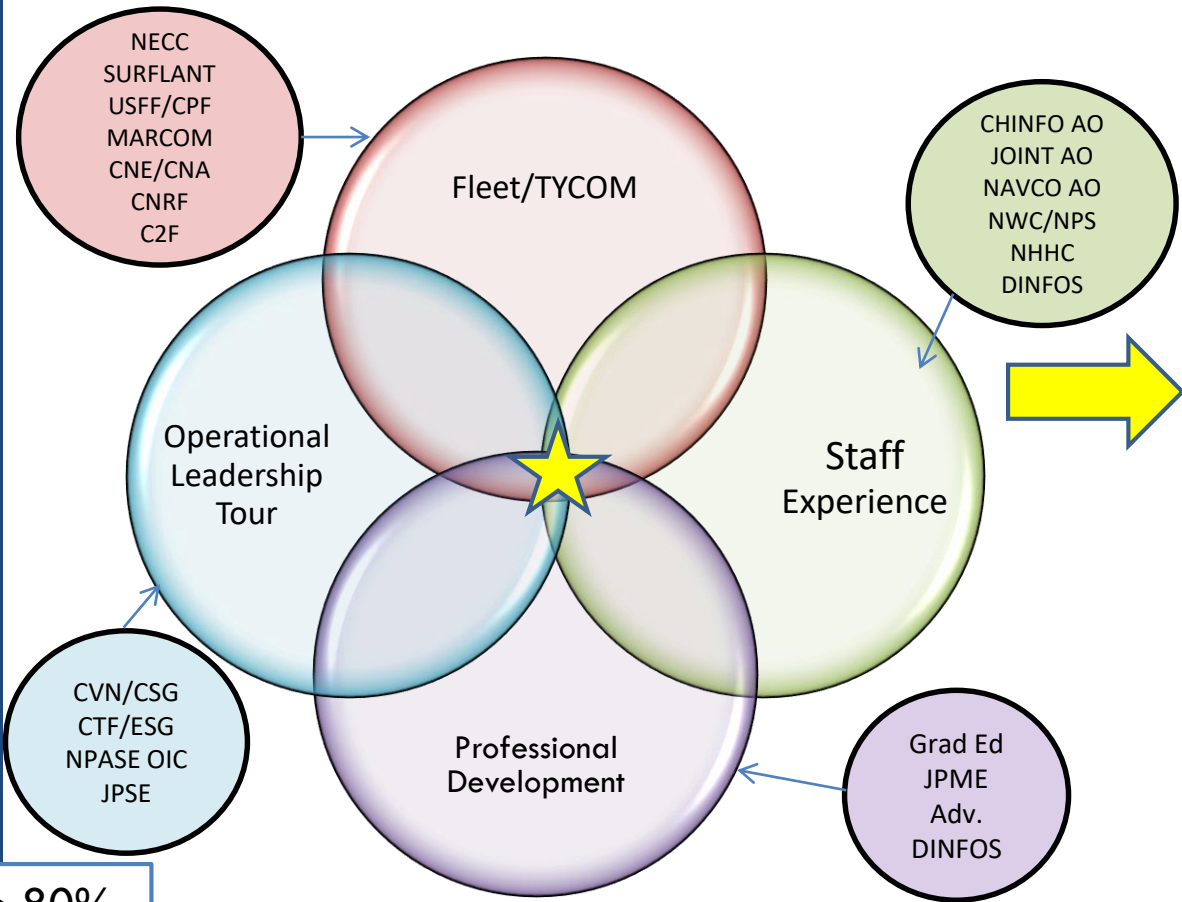
RED = DESIGNATED INDEPENDENT DUTY BILLETS, ASSIGNMENTS WILL REQUIRE COMPLETION OF PAO PQS AND AQD

Plotting a Course to CDR



LCDR ASSIGNMENTS AND DEVELOPMENT: PLOTTING A COURSE TO CDR

AVERAGE: 6.25 YEARS AS A LCDR



Mid-Level PAOs will demonstrate key KSAs from the MCCM:

- Communication Capability**
- Lead Commander's Communication Synchronization (CCS)
 - Develop a media strategy
 - Develop a digital media strategy
 - Apply laws, regulations, policies and ethics
 - Execute communication activities and strategies
- Strategic Thinking**
- Manage Risk
 - Think Critically
- Research, Planning and Evaluation**
- Conduct Research
 - Conduct Planning
 - Conduct Evaluation
- Military Operational Art**
- Apply operational foundations
 - Communicate requirements and resources
 - Coordinate with staff functions

60 to 80% promotion opportunity

- BREAKOUT PERFORMANCE IN A DIVERSITY OF ASSIGNMENTS**
- Opportunity exists for 1.5 tours before **FIRST** look at commander
 - One tour should be an O4 milestone

O4 BILLETS

TYCOM/FLEET	OPERATIONAL LEADERSHIP TOUR		STAFF/LEADERSHIP EXPERIENCE		PRODUCTION & OUTREACH
NECC#	CVN 68 NIMITZ #	CVN 79 JFK #	JOINT REGION MARIANAS, GUAM #	USAFRICOM	NAVINFO WEST
<i>*SURFLANT</i>	CVN 69 IKE #	CCSG-5/CTF-70 #	CNSW DEPUTY	USCENTCOM	NAVCO
MARCOM AO	CVN 70 VINSON #	ESG-7#	JUNIOR OFFICER DETAILER	USEUCOM	
C2F DPAO	CVN 71 ROOSEVELT #	ESG 2#	CHINFO	USNORTHCOM	
USFF	CVN 72 LINCOLN #	ESG 3#	DIA	USSOCOM	
PACFLT	CVN 73 GW #	COMLOGWESTPAC/ CTF-73#	NAVY WAR COLLEGE PAO	USSTRATCOM	
NAVEUR- NAVAF/C6F	CVN 74 STENNIS #	<i>*CCSG-15</i>	NAVY PG SCH PAO	HQ SACT NORFOLK	PROFESSIONAL DEVELOPMENT
CNRF DEPUTY	CVN 75 TRUMAN #	JPSE	NHHC	USCYBERCOM	GRAD ED
	CVN 76 REAGAN #		NSTC	DMA/ DMA DINFOS	
	CVN 77 BUSH #		OSD JAIC	NSTC GLKS	
	CVN 78 FORD #		USSPACECOM	<i>*NPASE OIC - JAPAN NPASE E/W AOIC</i>	

BOLD = DESIGNATED MILESTONE BILLETS

** ITALIC = Designated Post- O4 Milestone billet. 7M1AQD is prerequisite.*

JOINT-CODED BILLETS



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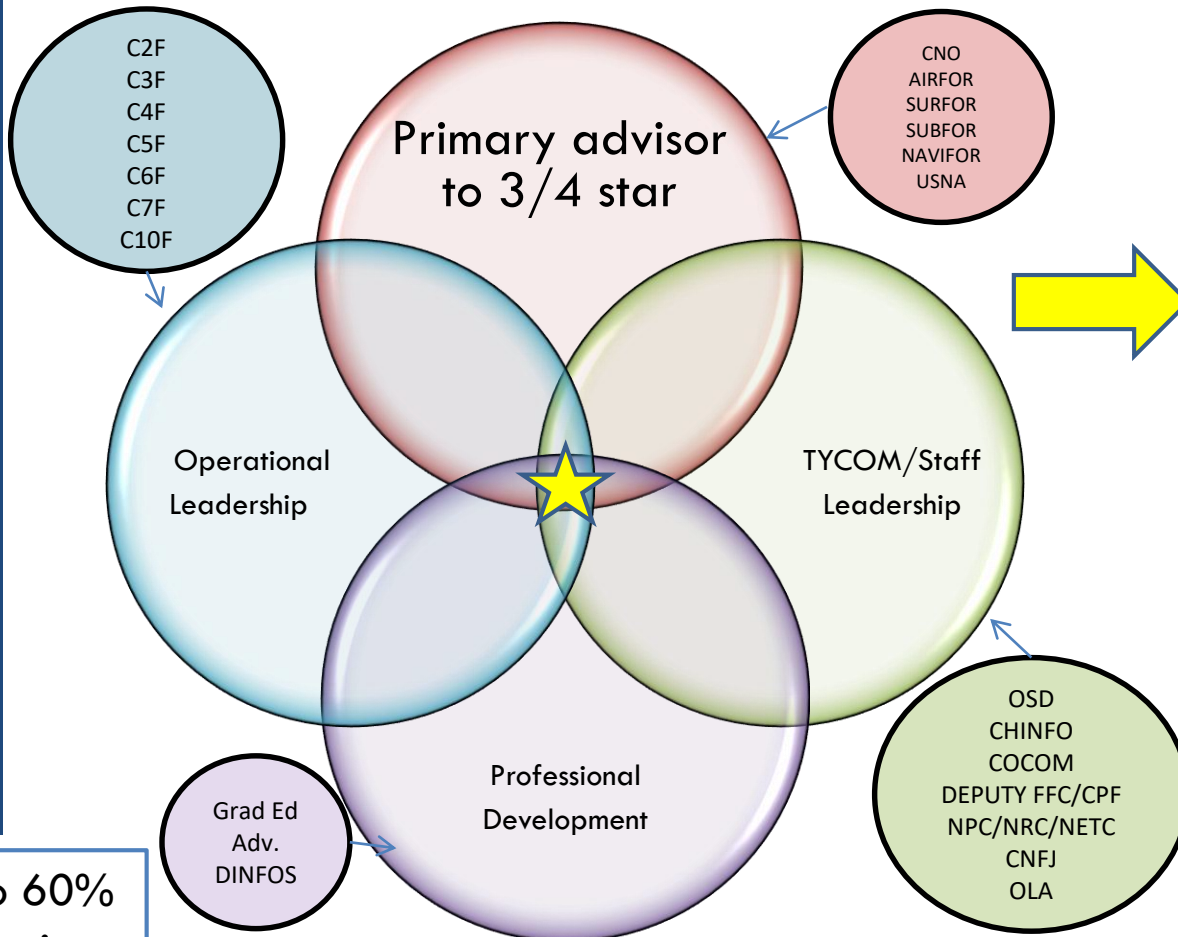
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Plotting a Course to CAPT



CDR ASSIGNMENTS AND DEVELOPMENT: THE CHART TO CAPT

AVERAGE: 6.33 YEARS AS A CDR



Senior-Level PAOs will demonstrate key KSAs from the MCCM:

- Communication Capability**
- Lead Commander's Communication Synchronization (CCS)
 - Apply laws, regulations, policies and ethics
 - Determine methods to execute communication objectives and/or strategies
- Strategic Thinking**
- Think Critically
- Research, Planning and Evaluation**
- Conduct Research
 - Conduct Evaluation
- Military Operational Art**
- Apply operational foundations
 - Communicate requirements and resources
 - Coordinate with other staff functions

Professional Development: GRAD ED; ACCREDITATION/CERTIFICATION; ADV DINFOS COURSES

BREAKOUT PERFORMANCE IN A DIVERSITY OF ASSIGNMENTS

- One tour should be an O5 milestone

40 to 60% promotion opportunity

O5 BILLETS

OPERATIONAL LEADERSHIP EXPERIENCE	PRIMARY ADVISOR (3/4 STAR SUPPORT)	STAFF, TYCOM & ENTERPRISE LEADERSHIP		PROFESSIONAL DEVELOPMENT
C2F #	CNO #	SUBPAC	DINFOS (Navy Element CDR)	NWC Student X3
C3F #	SURFOR #	DEPUTY PACFLT	NPASE XO	NATL WAR COLLEGE X1
C4F	AIRFOR #	DEPUTY USFF	AIRLANT	
C5F #	NAVIFOR #	CNFJ	OLA	
CNE/CNA C6F #	SUBFOR #	CNREURAFSWA	CHINFO EA	
C7F #	USNA	CNRF	CHINFO OI-31	
C10F #	OPNAV N7	NPC	CHINFO OI-81	
HQ MARCOM		NETC	INDOPACOM	
JPSE		CNRC	OSD x 4	
CCSG 4		OCM	CJCS x 2	
<i>*NPASE OIC - WEST</i>		DMA	Office of Military Commissions	
<i>*NPASE OIC - EAST</i>				

JOINT-CODED BILLETS

BOLD = DESIGNATED MILESTONE BILLETS
** ITALIC = Designated Post-O4 Milestone billet. 7M1 AQD is prerequisite.*

O6 BILLETS/OPPORTUNITIES*

COMMUNITY LEADERSHIP	PRIMARY ADVISOR (3/4 STAR SUPPORT)		STAFF, TYCOM & ENTERPRISE LEADERSHIP	NOMINATIVE JOINT BILLETS (*NAVY IN BILLET)
NPASE CO	CNIC	USEUCOM	CHINFO OI-3	USAFRICOM*
DEPUTY CHINFO	CNP	USTRANSCOM	OSD-PA	USCENTCOM*
NAVCO DIRECTOR	NAVEUR/NAVAF	NATO/JFC NAPLES	BUMED	USINDOPACOM*
HEAD DETAILER	USFF	SECNAV	SPECWARCOM	USNORTHCOM*
DMA	CPF	ASN RD&A		USSTRATCOM*
				CJCS*

JOINT-CODED BILLETS

*Navy O6 PAOs can compete for nominative, joint PAO Billets. Other service O6 PAOs can also compete.